



The Commonwealth of Massachusetts



ESC Service Charter Scorecard

5/4/2014 – 5/31/2014



The Commonwealth of Massachusetts

Executive Summary

Customer Service

- Average wait time decreased from 17 seconds to 16 seconds, still within the defined SLA target of two minutes.
- Average time to complete a call decreased from 3:43 to 3:23 minutes.
- Email requests represented 9.9% of total volume, a decrease from 10.29 % in March.
- Inquiries from CON, EOHED, and EOLWD agencies accounted for the most inquiries as a percentage of employees served.

Process & Organization

- Escalated Payroll Notifications were not invoked.



Service Delivery Overview

May 4, 2014 – May 31, 2014

Customer Interactions

Total # Agencies Served: 76

Total # Employees Served: 53,717

Total calls received: 4628

Total tickets opened: 4322

% of Employees served contacting ESC: **8.04%***

Staffing

Area	Staffing as of 5/31/2014	Staffing as of 5/3/2014
Customer Service/Intake	6	6
Customer Service/Research	4	4
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	30	30

Enabling Technologies

Activities – May

- **High volume support for ACES mid-year review**

Source: ESC Avaya CMS & COMiT Reports, data from 5/4/2014 – 5/31/2014

***Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

The Commonwealth of Massachusetts



Service Level Agreement

Service Measures and Targets

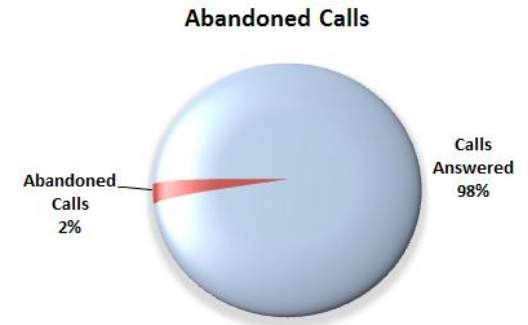
The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time – 1st and 2nd notice Approvers: Unapproved reported time – 1st and 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1st and 2nd notice Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable Failsafe outreach to Comptroller and Chief HR Officer when applicable 	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks



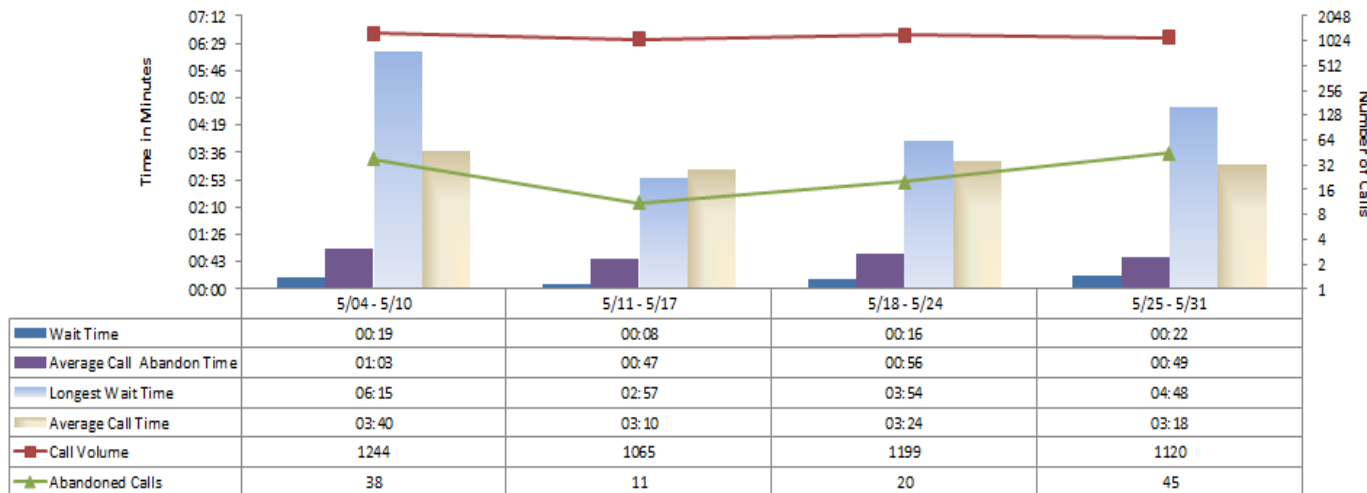
Inbound Call Data

SLA Metric	Target Level	Current Period (5/4/14 to 5/31/14)	Previous Period (3/23/14 to 5/3/14)	May 2013
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:16 seconds	:17 seconds	:27 seconds

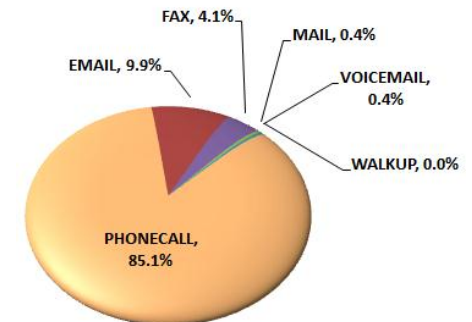


Total = 4628 calls

Wait Time, Call Volumes, & Abandonment Rates



Ticket Source



Total = 4322 tickets

Source: ESC COMiT & Avaya data from 5/4/2014 – 5/31/2014.

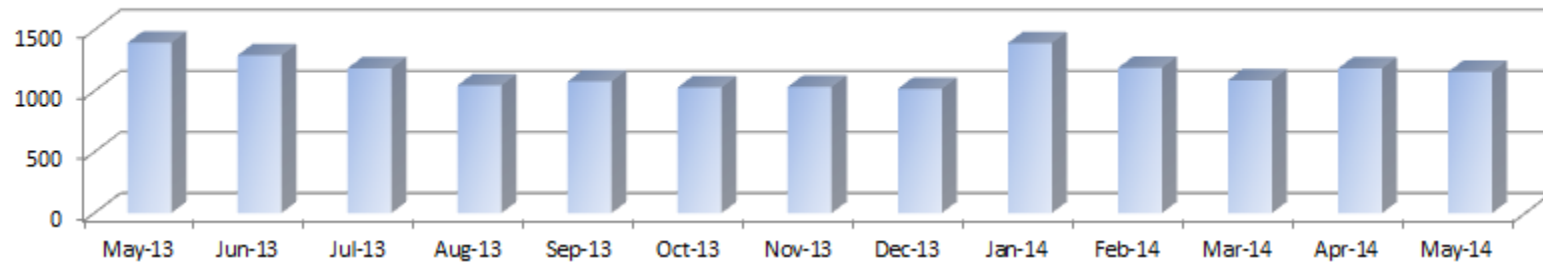
*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



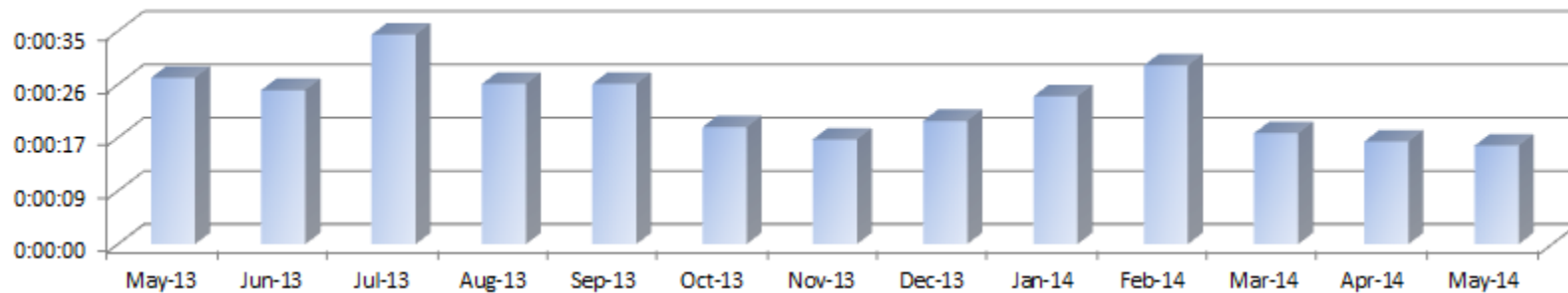
The Commonwealth of Massachusetts

Inbound Call Data – 12 Month Lookback

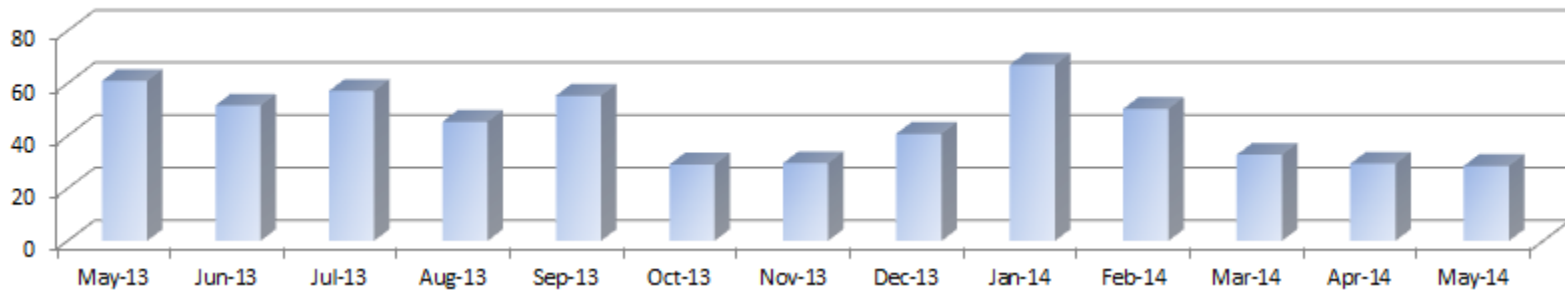
Average Call Volume



Average Wait Time



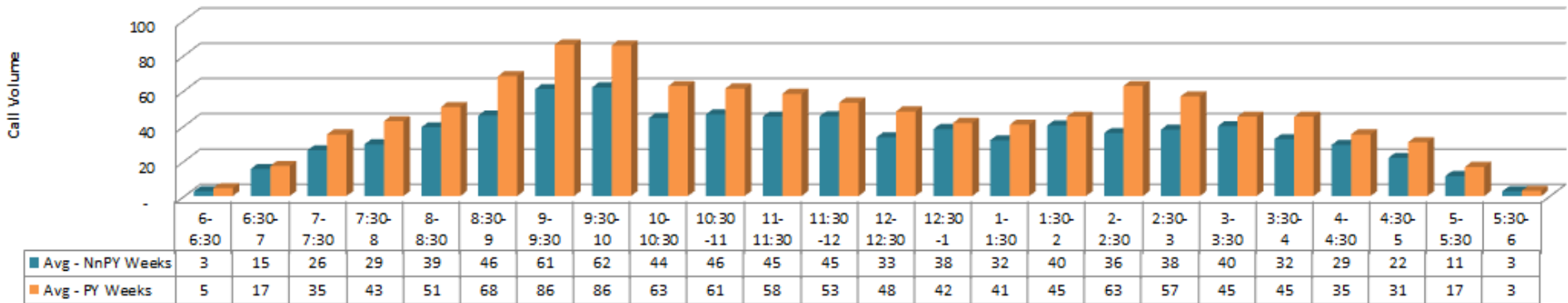
Average Abandonment Rates



Timing of Inquiries

Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

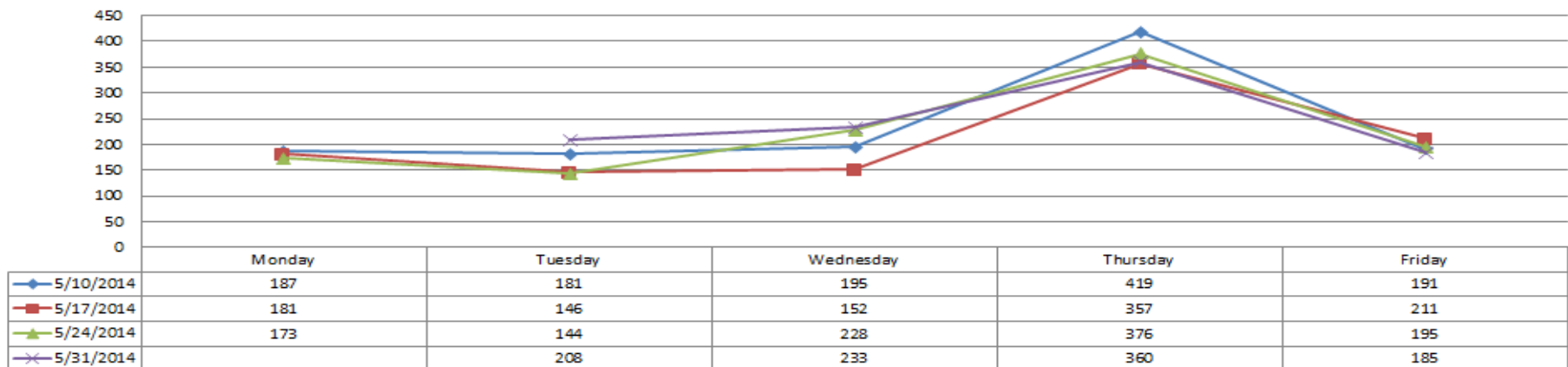
Average Daily Call Volume



Monday, May 26 was a Holiday, ESC was closed.

Thursday represents the highest volume due to impact of payroll cycle.

Number of Tickets Per Day



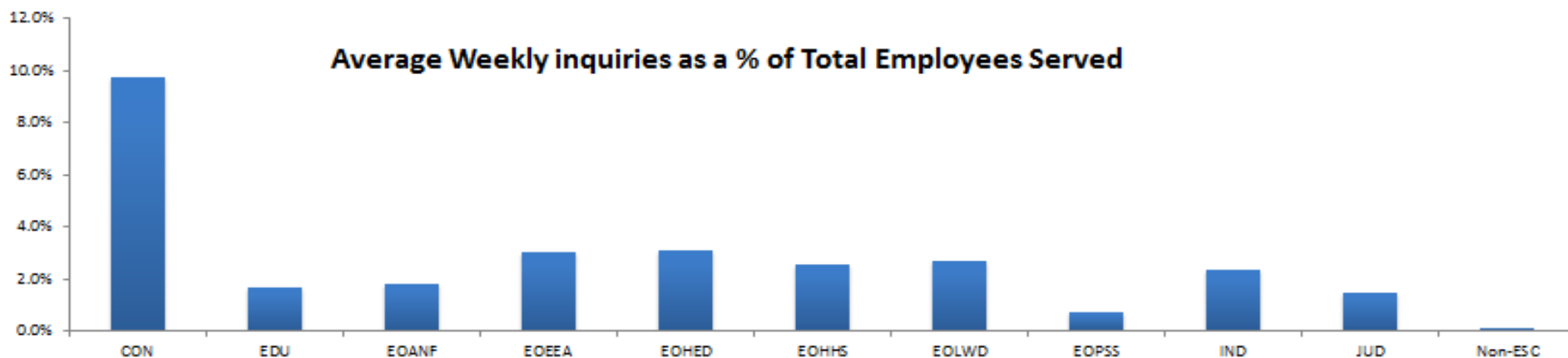
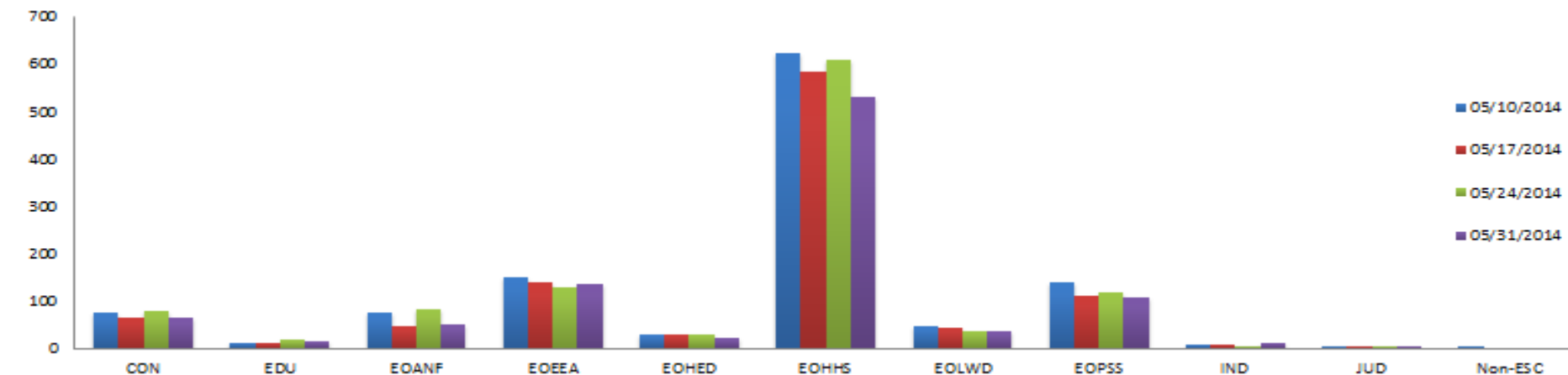
Source: ESC COMiT & Avaya data from 5/4/2014 – 5/31/2014.

The Commonwealth of Massachusetts



Inbound Inquiries by Secretariat

EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOLWD and EOHED represent the highest volume as a percent of employees served.



Source: ESC COMiT data from 5/4/2014 – 5/31/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

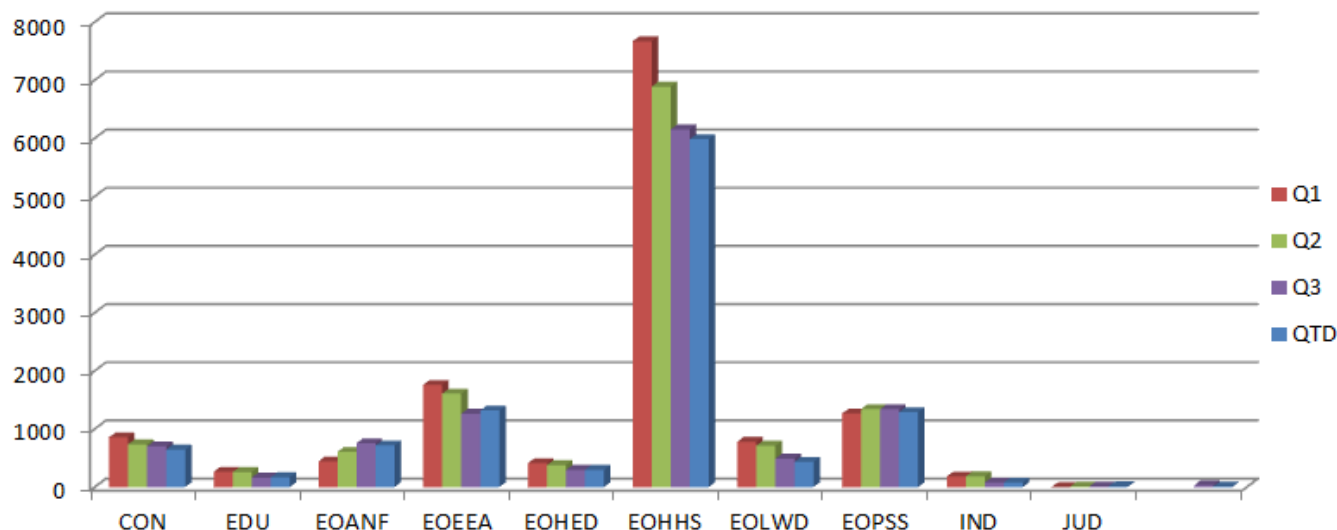
*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.

The Commonwealth of Massachusetts

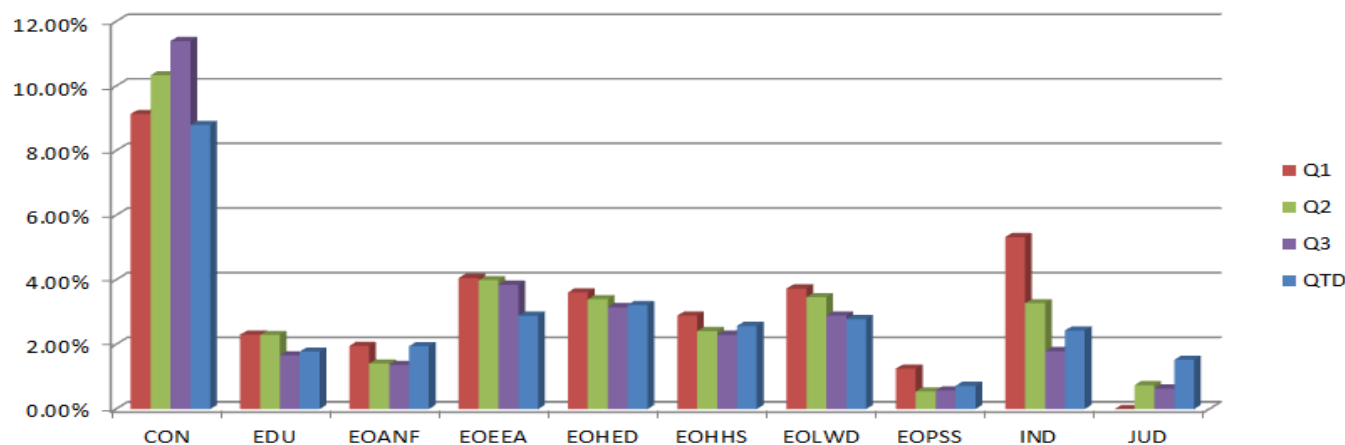


Inbound Inquiries by Secretariat – Quarterly (FY 2014)

Total Inbound Inquiries



Average Weekly Inquiries as a % of Employees Served

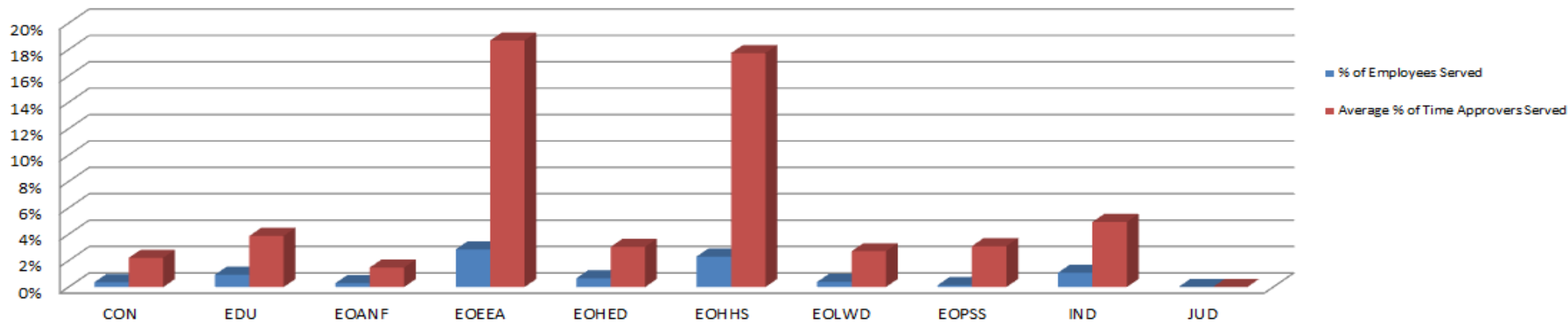


Outbound Exception Management Calls

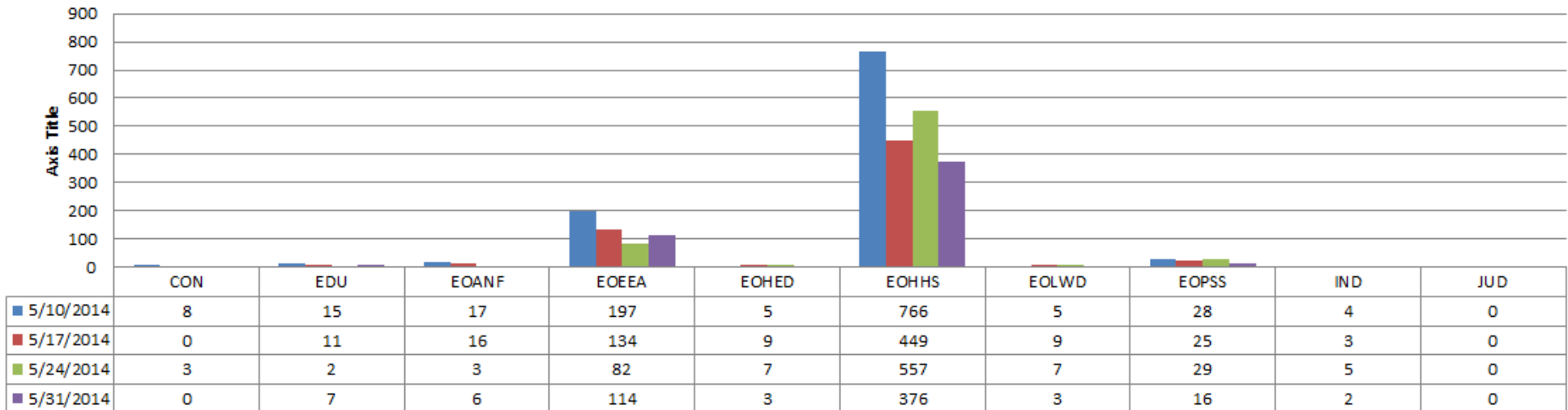
Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

Average weekly calls as a % of Employees Served



Outbound Calls



Source: : ESC Exception Management System data from 5/4/2014 – 5/31/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

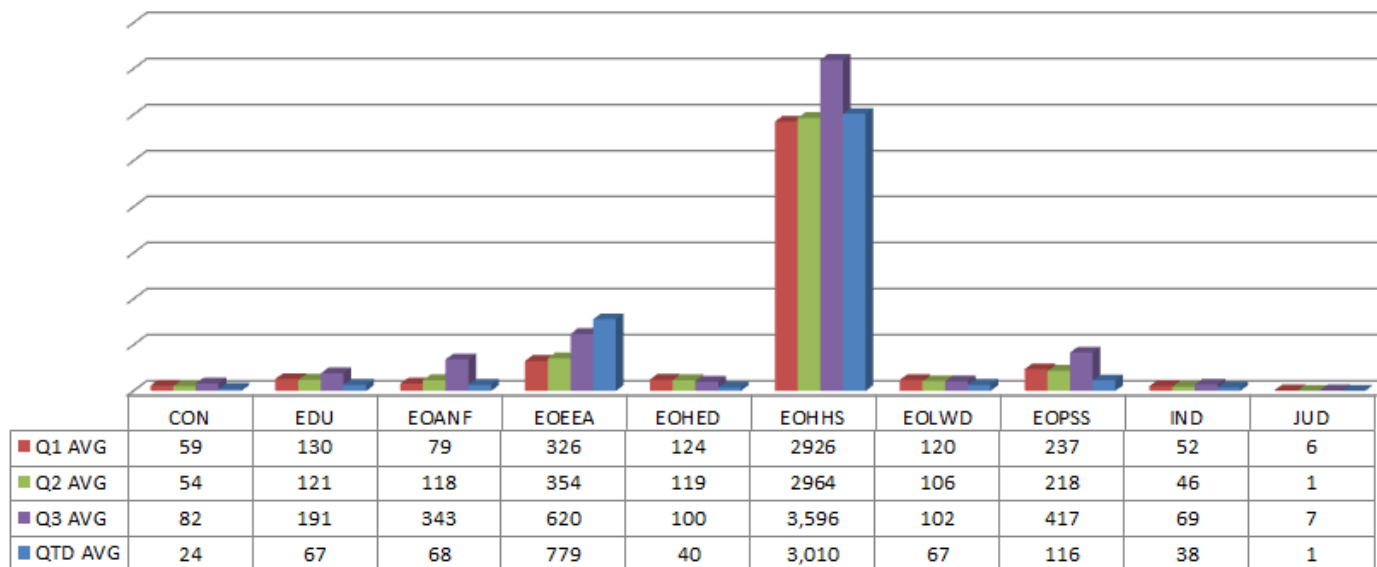
The Commonwealth of Massachusetts



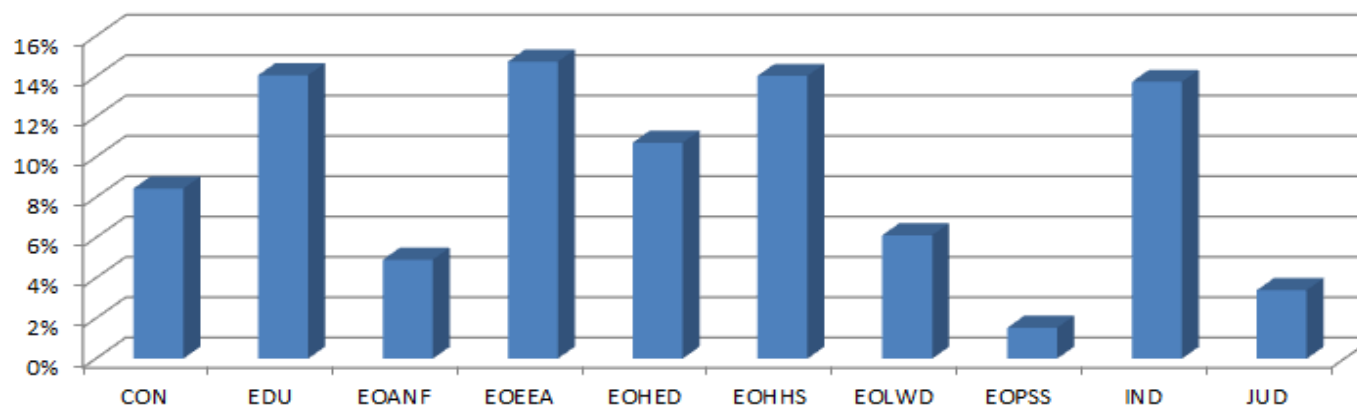
Outbound Exception Management Calls – Monthly Lookback (FY 2014)

Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

Outbound Calls

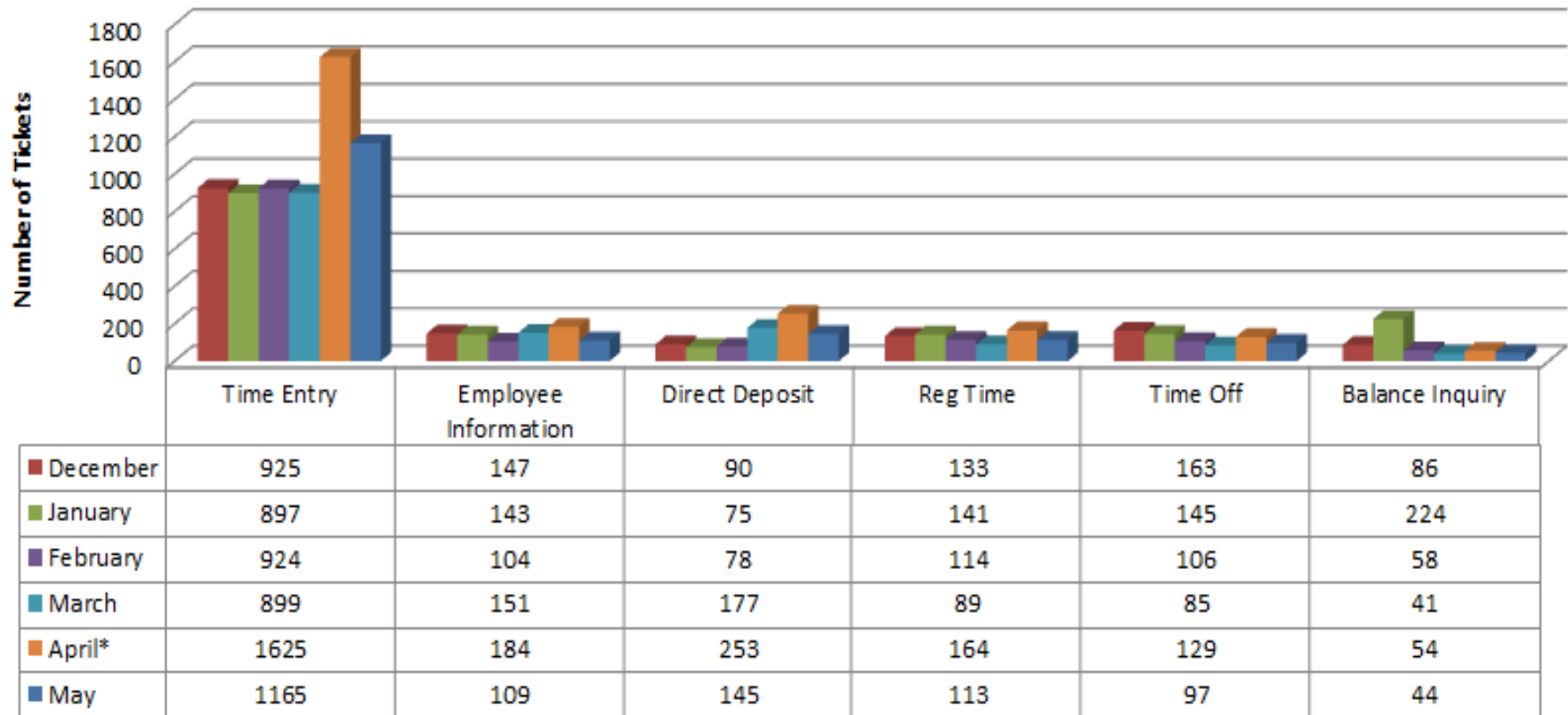


Average Monthly Calls as a % of Employees Served



Type of Inquiries Received – Six Month Lookback

Top Inquiry Classifications - Six Month Lookback (Excluding Password Resets)



*April 2014 represents 6 weeks

Case Resolution Time

SLA Metric	Target	Current Period (5/4/14 - 5/31/14)	Previous Period (3/23/14 - 5/3/14)	Previous Period (2/23/14-3/22/14)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 94.6% 3 Days –89%	1 Day – 88.7% 3 Days –86%	1 Day – 96.2% 3 Days –85%

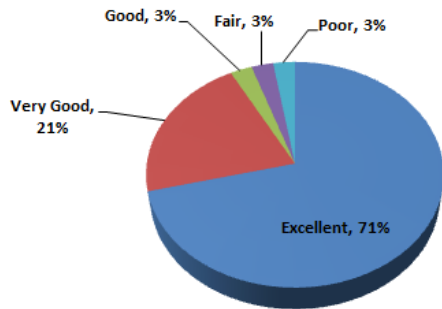
Source: ESC COMiT data from 5/4/2014 – 5/31/2014



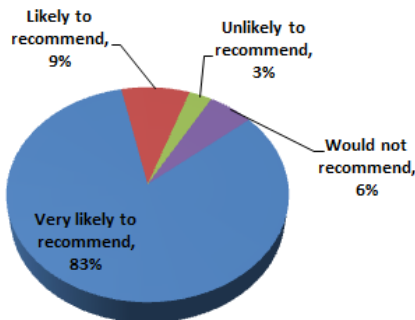
Customer Satisfaction Survey Results

SLA Metric	Target	Current Period (5/4/14-5/31/14)	Previous Period (3/23/14 - 5/3/2014)	Previous Period ((2/23/14-3/22/14)
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	95% rated good to excellent (0.07 % response rate)	93% rated good to excellent (0.1 % response rate)	94% rated good to excellent (0.8 % response rate)

How would you rate the quality of service you received from the Employee Service Center?



How likely would you be to recommend the Employee Service Center to a colleague?



Sample Comments:

“The service center always resolves my issue just fine.”

“They were excellent and also went beyond to make sure I was all set.”

“The services was very helpful and responded to my questions.”

“I find when I call they are always very polite and professional.








“The woman who helped me was very patient and courteous. She spent a lot of time with me. I am very satisfied.”

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 5/4/2014 – 5/31/2014.

The Commonwealth of Massachusetts



SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 5/4/14 – 5/31/14	Previous Period Performance 3/23/14 – 5/3/14	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	16 seconds	17 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	94.6% within 1 Day and 89% within 3 Days	88.7% within 1 Day and 86% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	95% rated good to excellent (0.07% responded)	93% rated good to excellent (0.1% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> All: Reminder Report Time Employees: Unreported time - 1st & 2nd notice Approvers: Unapproved reported time - 1st & 2nd notice Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice Failsafe outreach to Agy. HR/PY and signatories Failsafe outreach to CTR and CHRO 	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> Simple*: 3 business days Complex*: 7 business days 	90%	100%	100%	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	



Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	5/3/2014	05/14/2014
5/4/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

***Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.



Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DOS-Division Of Standards	22	MCB-Mass Commission For The Blind	165
AGR-Department Of Agricultural Resources	105	DPH-Department Of Public Health	3215	MCD-Commission For The Deaf And Hard Of Hearing	55
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	172	MGC - Massachusetts Gaming Commission	81
ANF-Eo Administration & Finance	347	DPU-Department Of Public Utilities	145	MIL-Massachusetts National Guard	8036
APC-Appeals Court	123	DSS-Department Of Children And Families	3419	MMP-Massachusetts Marketing Partnership	22
ART-Mass Cultural Council	26	DYS-Department Of Youth Services	874	MRC-Mass Rehabilitation Commission	923
ATB-Appellate Tax Board	28	EDU-Executive Office Of Education	106	OCD-Dept Of Housing And Community	299
BSB-Bureau Of State Buildings	15	EEC-Department Of Early Education	225	OHA-Massachusetts Office On Disability	14
CDA-Massachusetts Emergency Management Agency	102	EED-Executive Office Of Housing & Economic Development	53	ORI-Office For Refugees And Immigrants	21
CHE-Soldiers' Home In Massachusetts	365	EHS - Executive Office Of Health and Human Services	1617	OSC-Office Of The Comptroller	144
CHS-Department of Criminal Justice Information Systems	49	ELD-Department Of Elder Affairs	59	OSD-Division Of Operational Services	97
CJT-Criminal Justice Training Council	328	ENE-Department Of Energy Resources	60	PAR-Parole Board	214
CME-Chief Medical Examiner	74	ENV-Executive Office Of Energy and Environmental Affairs	302	POL-State Police	2617
CSC-Civil Service Commission	7	EOL-Executive Office Of Workforce Development	1543	REG-Division Of Professional Licensure	128
CSW-Commission On Status Of Women	1	EPS-Executive Office Of Public Safety and Security	190	RGT-Department Of Higher Education	77
DCP-Capital Asset Management And Maintenance	425	EQE-Department Of Environmental Protection	812	SCA-Office Of Consumer Affairs And Business Regulations	31
DCR-Department Conservation And Recreation	2685	FWE-Department Of Fish And Game	325	SDA-Sheriffs Department Association	4
DFS-Department Of Fire Services	515	GIC-Group Insurance Commission	58	SEA-Department Of Business And Technology	22
DMH - Department of Mental Health	3585	HCF-Health Care Finance & Policy	151	SOR-Sex Offender Registry	48
DMR -Department of Developmental Services	6873	HLY-Soldiers' Home In Holyoke	359	SRB-State Reclamation Board	177
DOB-Division Of Banks	170	HPC - Health Policy Commission	45	TAC-Department Of Telecommunications	24
DOC - Department of Corrections	5375	HRD-Human Resources Division	150	TRB-Teachers Retirement Board	95
DOE-Department Of Elementary & Secondary Education	530	ITD-Information Technology Division	366	TRE-Office Of The State Treasurer	236
DOI-Division Of Insurance	141	LIB-George Fingold Library	13	RET-Department Of Veterans Service	76
DOR-Department of Revenue	1912	LOT-Lottery And Gaming Commission	414	VWA-Victim And Witness Assistance	18
				WEL-Department Of Transitional Assistance	1566
				Grand Total:	53717



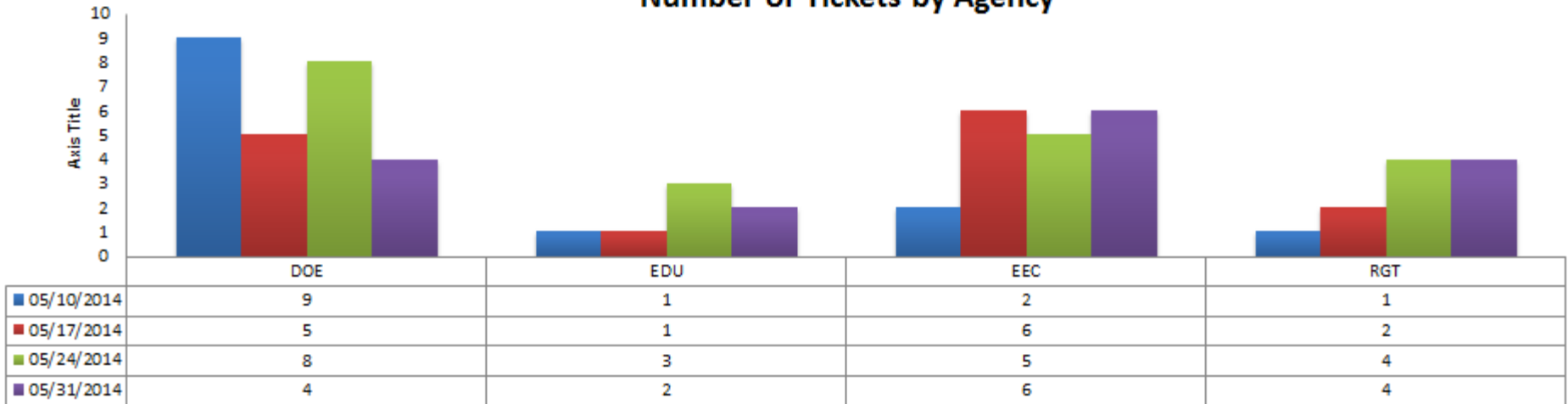
Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

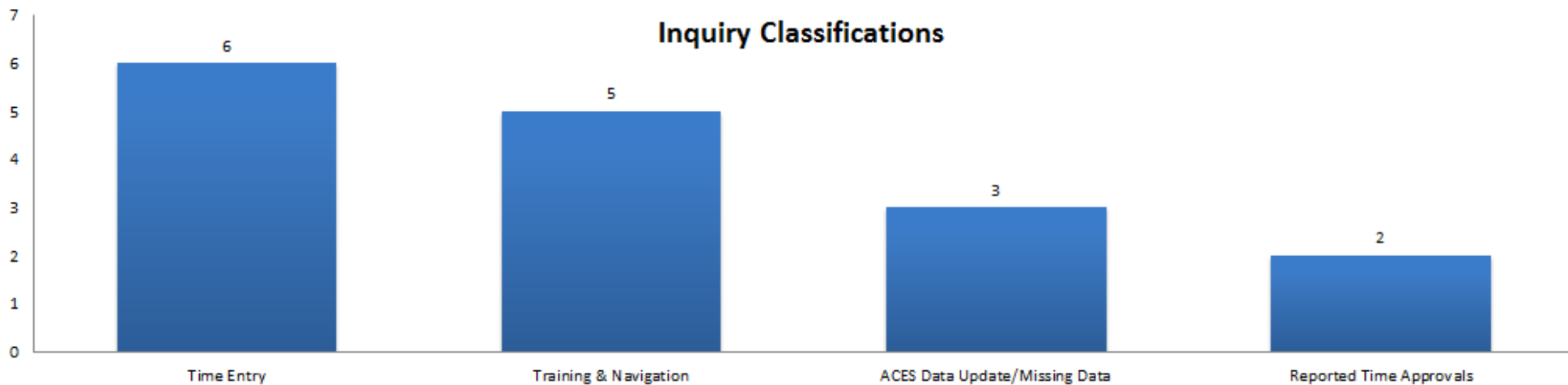
APC	EDU
ATB	OHA
CHS	SCA
CSC	TAC
CSW	VWA

Education Secretariat Agencies

Number of Tickets by Agency

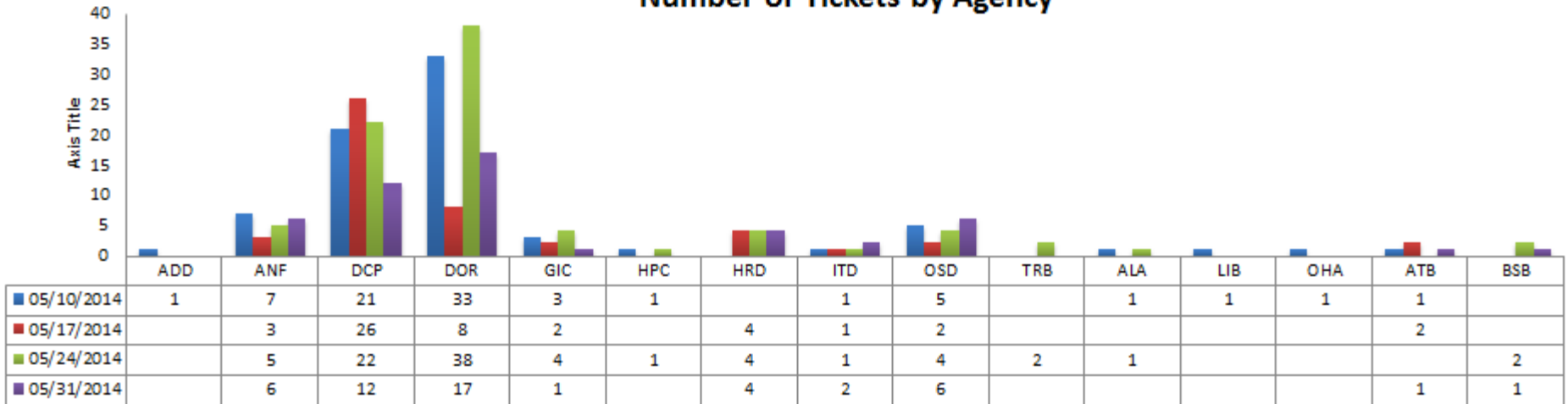


One ticket was forwarded to Agency HR/Payroll during the period of 5/4/2014 – 5/31/2014



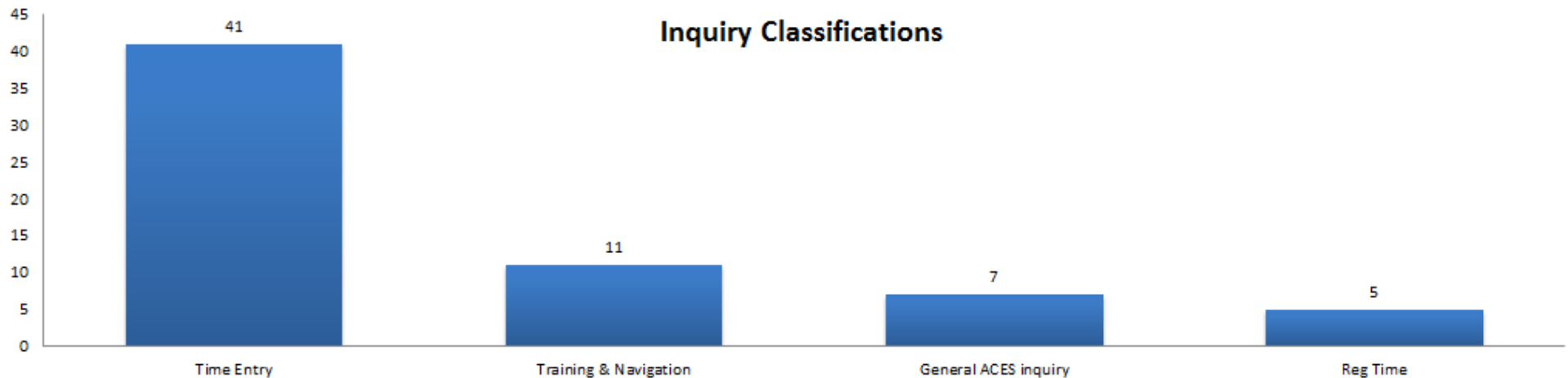
EOANF Secretariat Agencies

Number of Tickets by Agency



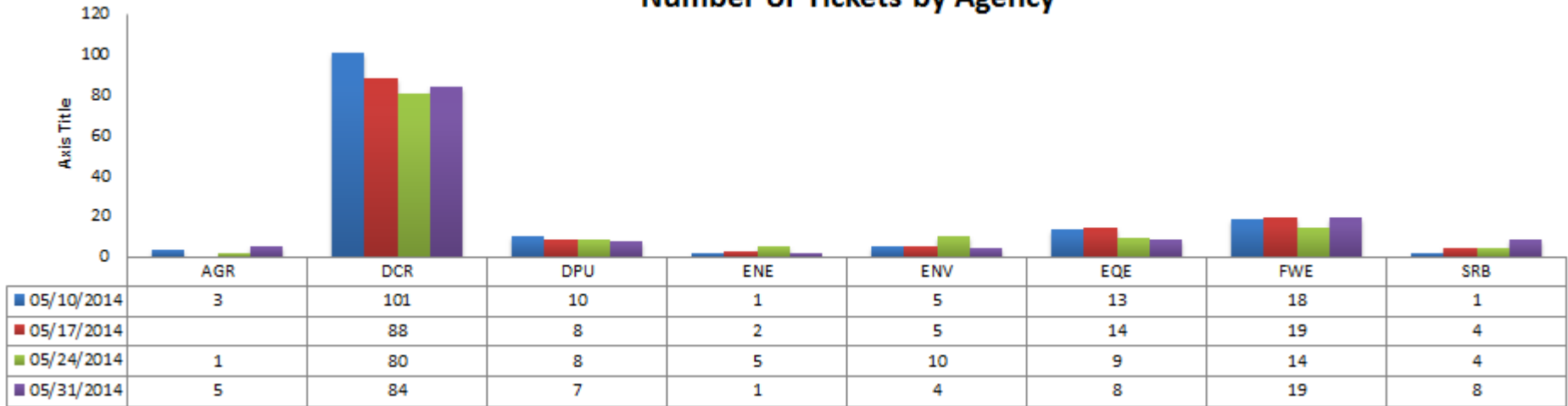
One ticket was forwarded to Agency HR/Payroll during the period of 5/4/2014 – 5/31/2014

Inquiry Classifications



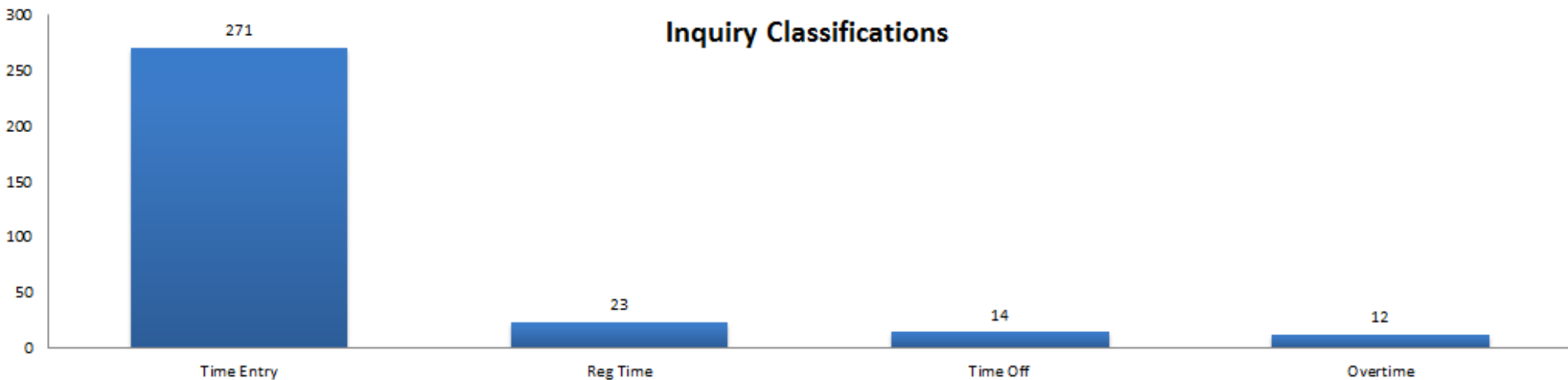
EOEEA Secretariat Agencies

Number of Tickets by Agency



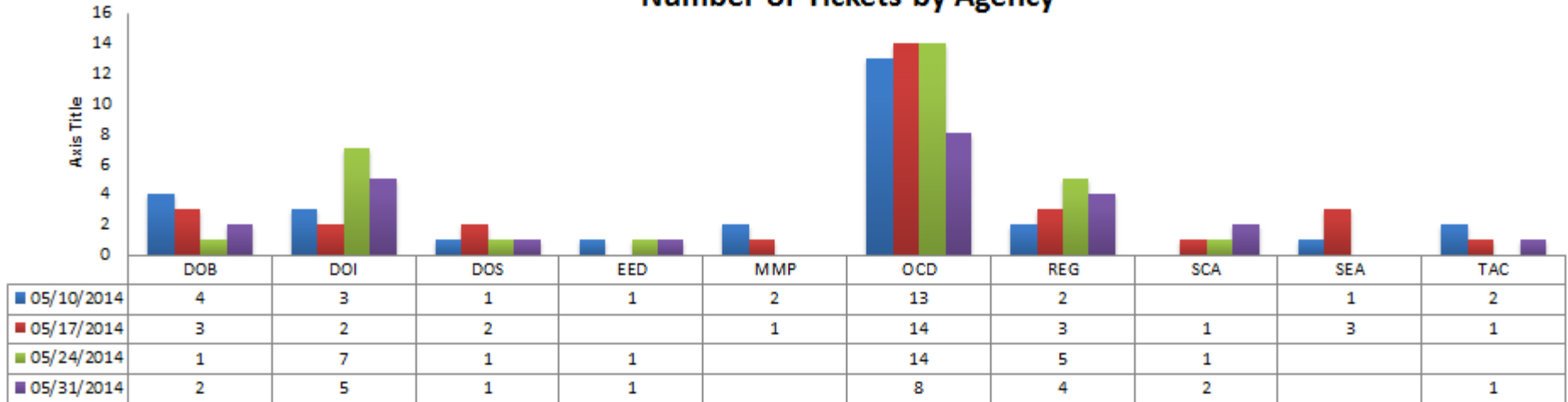
17 tickets were forwarded to Agency HR/Payroll during the period of 5/4/2014 – 5/31/2014

Inquiry Classifications

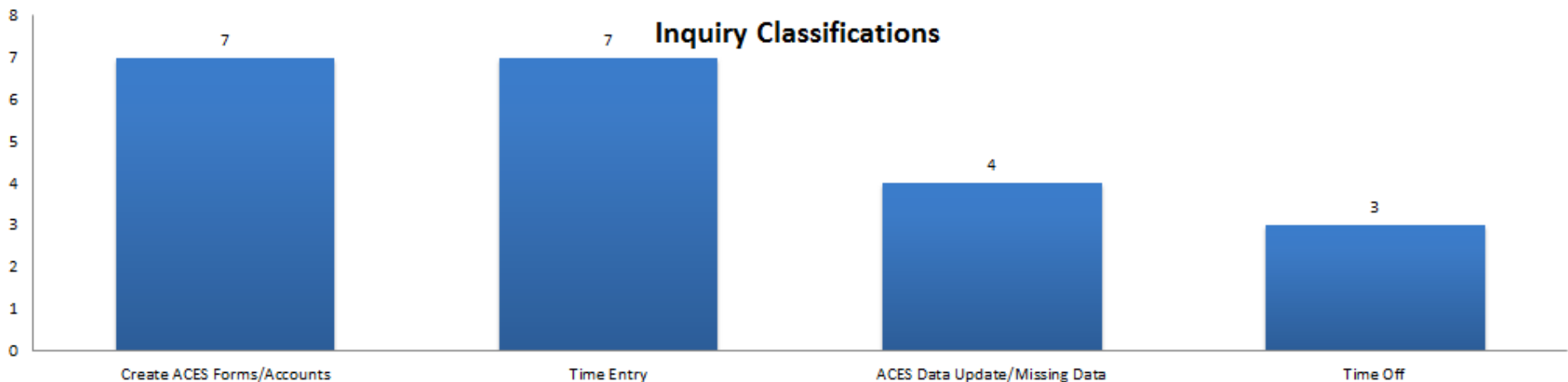


EOHED Secretariat Agencies

Number of Tickets by Agency

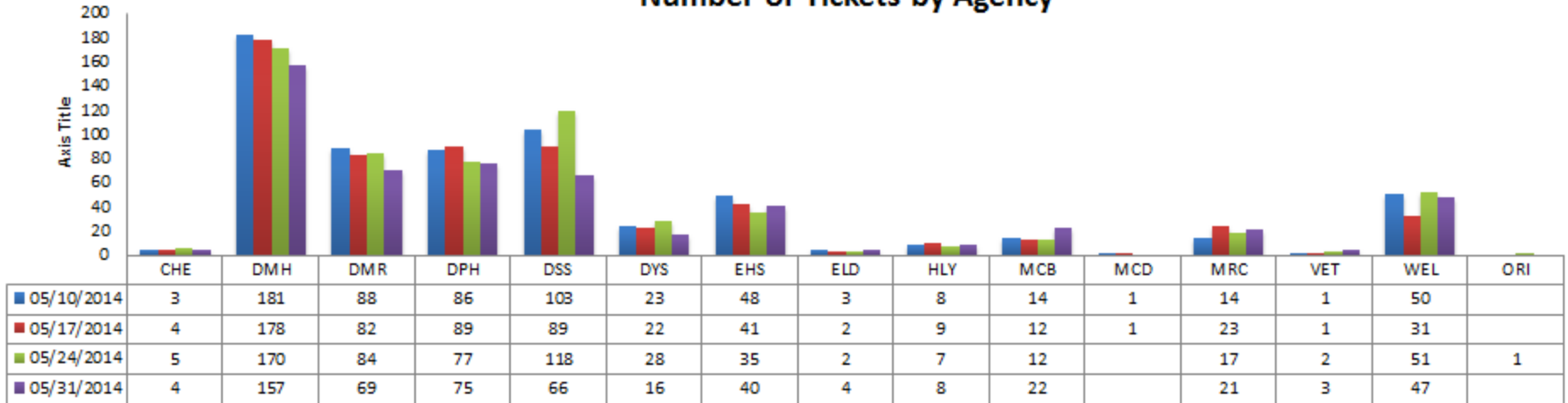


One ticket was forwarded to Agency HR/Payroll during the period of 5/4/2014 – 5/31/2014



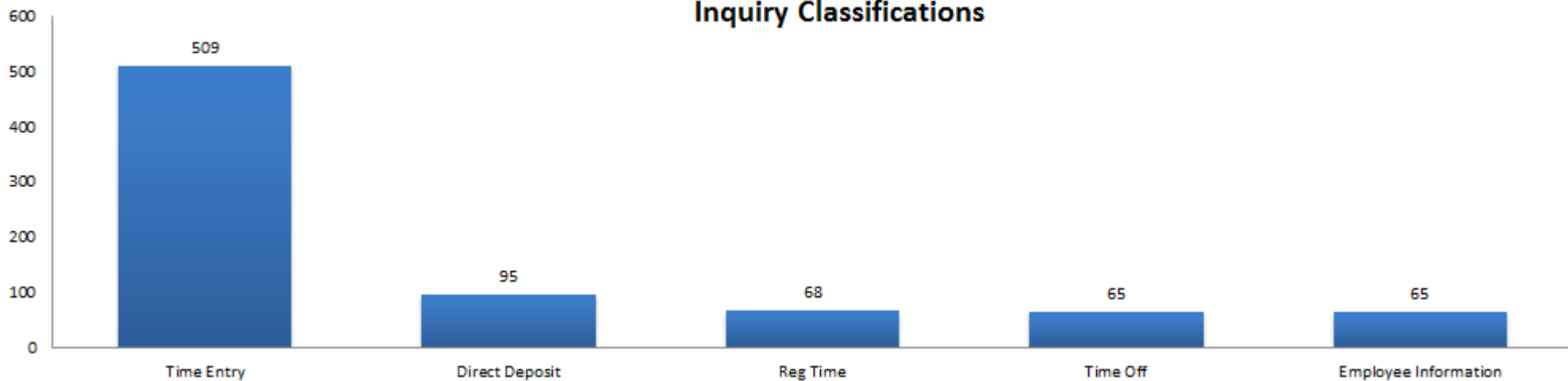
EOHHS Secretariat Agencies

Number of Tickets by Agency



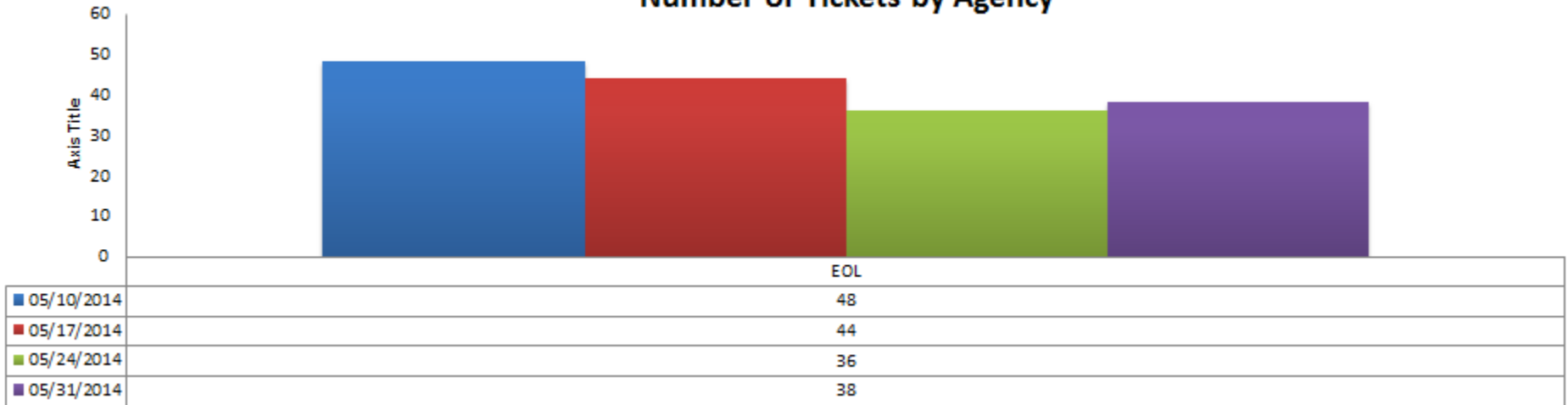
66 tickets were forwarded to Agency HR/Payroll during the period of 5/4/2014 – 5/31/2014

Inquiry Classifications



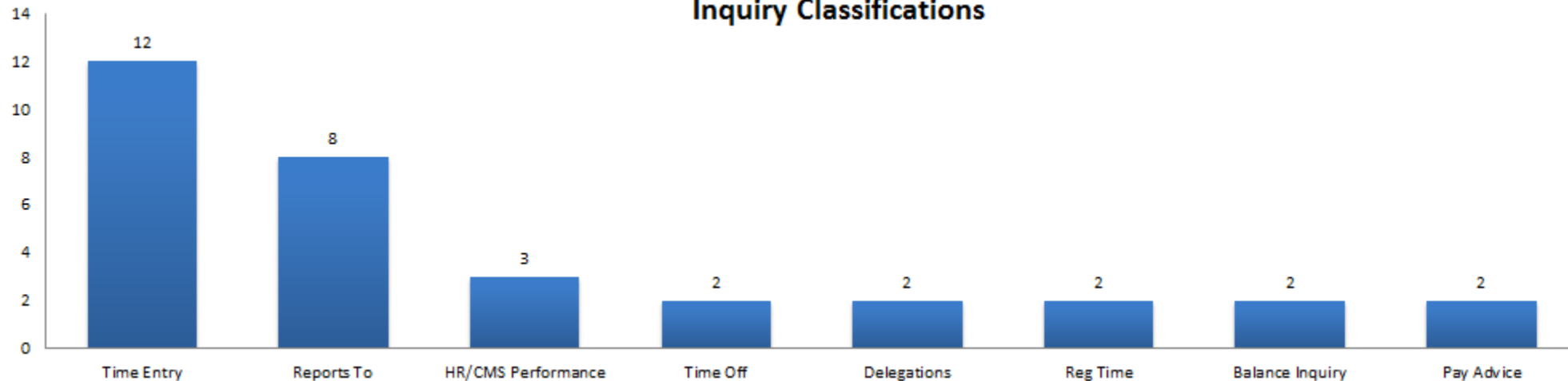
EOLWD Secretariat Agencies

Number of Tickets by Agency



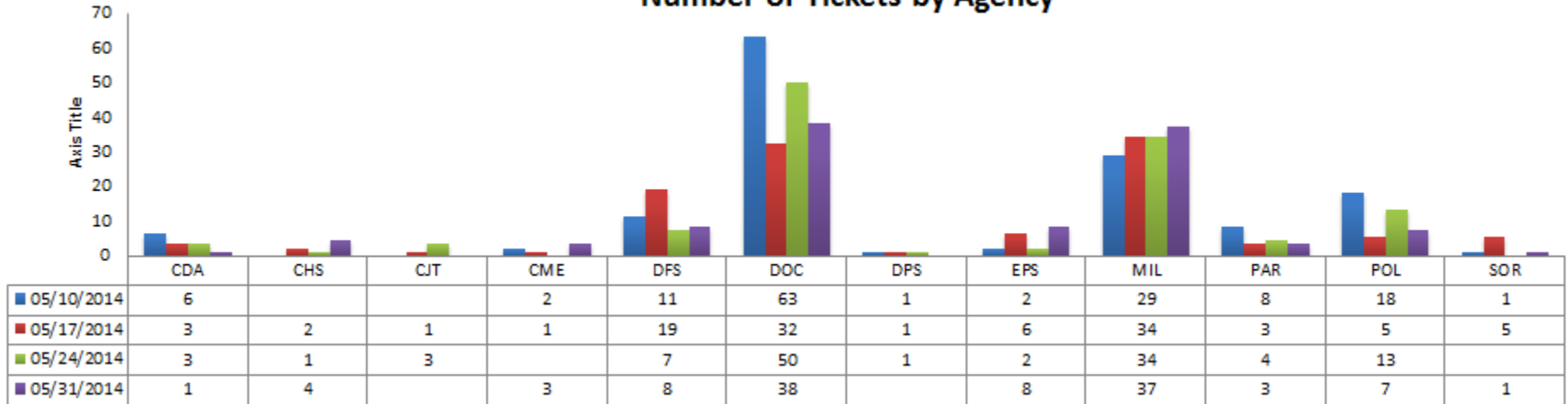
6 tickets were forwarded to Agency HR/Payroll during the period 5/4/2014 – 5/31/2014

Inquiry Classifications



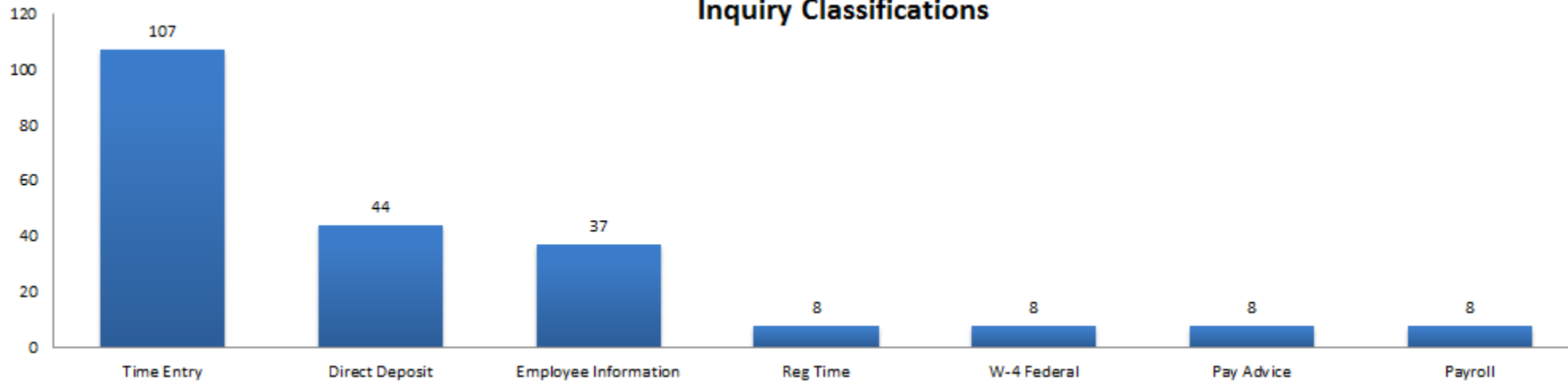
EOPSS Secretariat Agencies

Number of Tickets by Agency



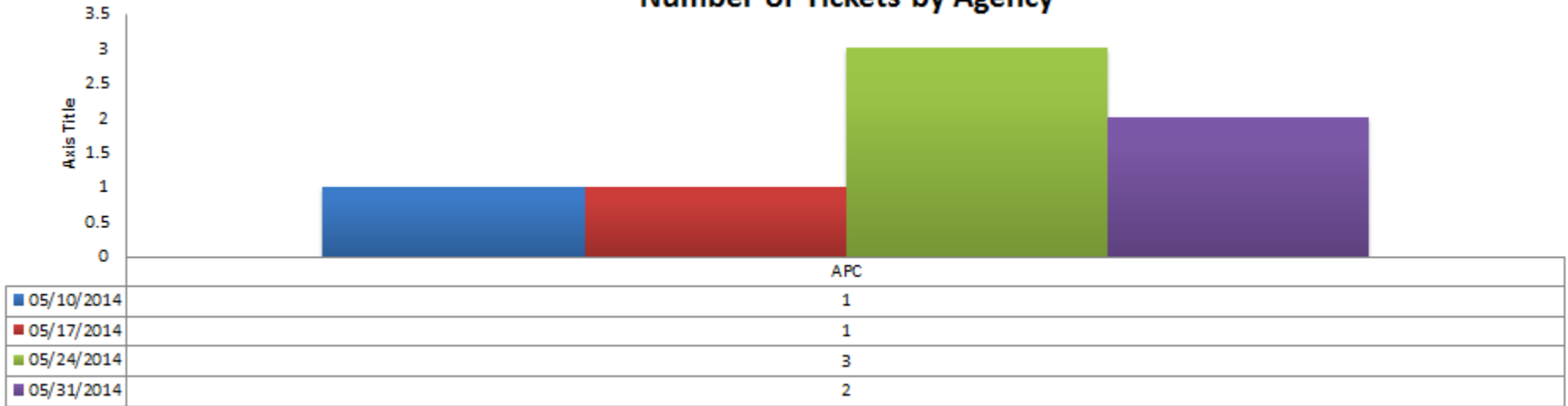
4 tickets were forwarded to Agency HR/Payroll during the period of 5/4/2014 – 5/31/2014

Inquiry Classifications

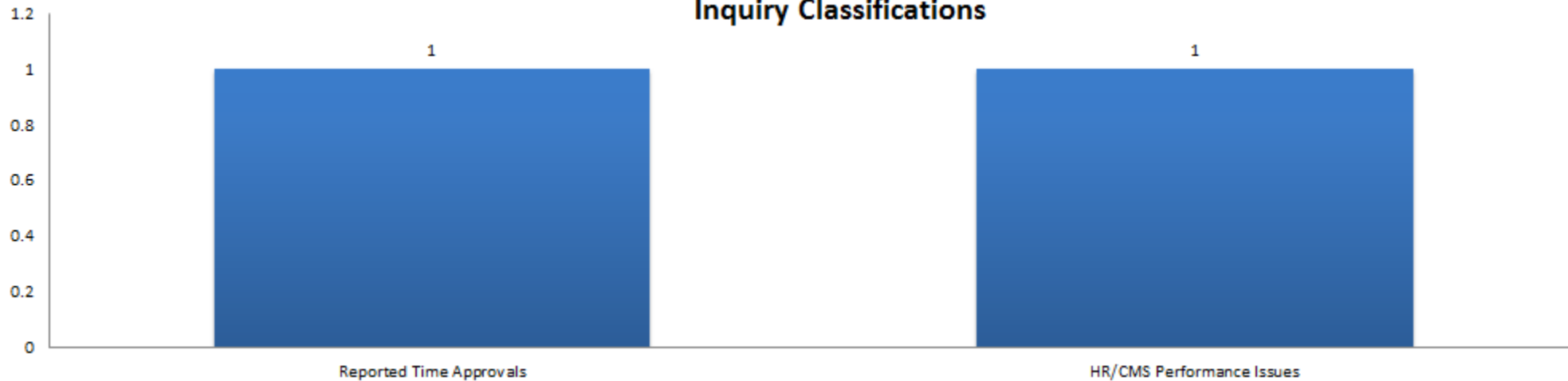


APC Tickets and Classification

Number of Tickets by Agency

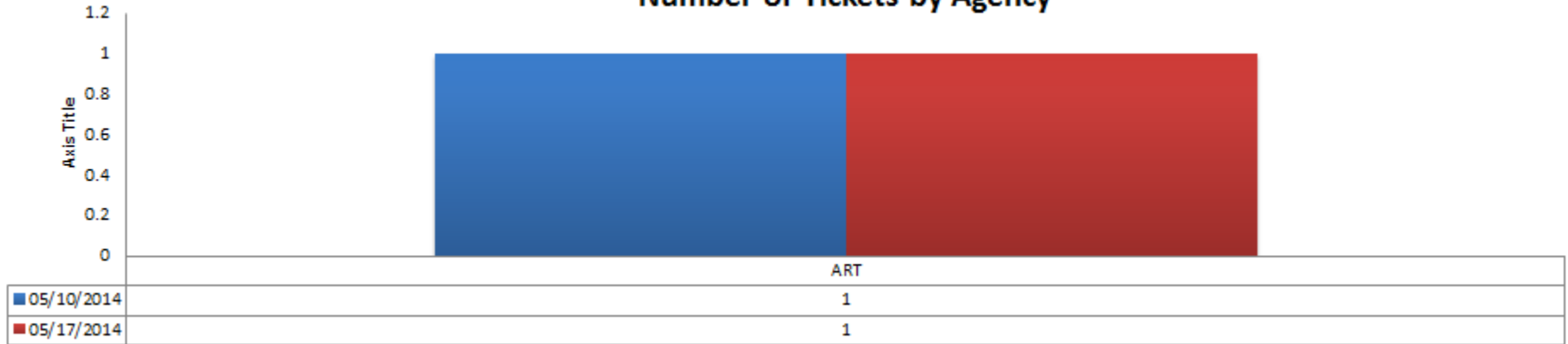


Inquiry Classifications



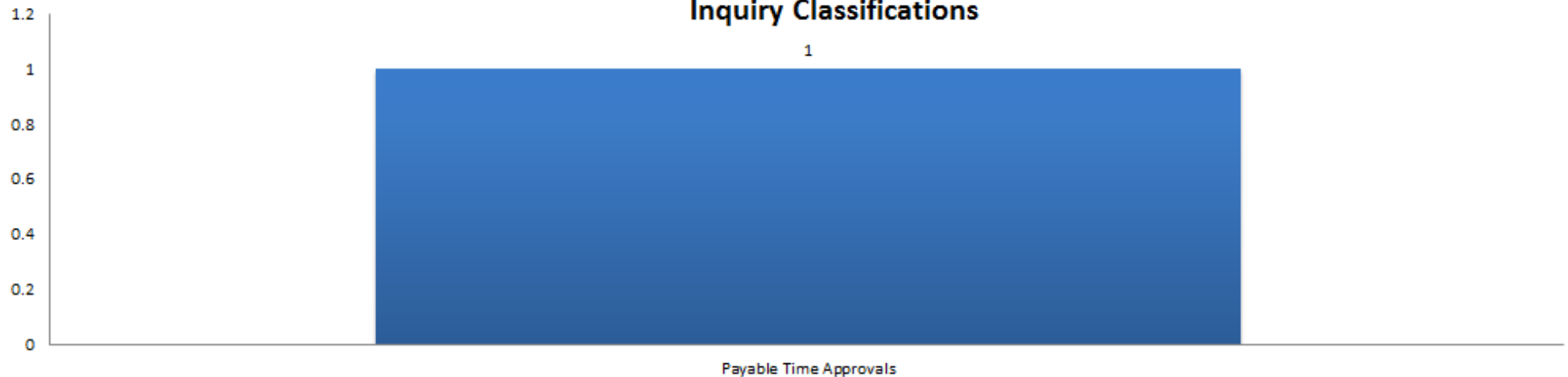
ART Tickets and Classification

Number of Tickets by Agency



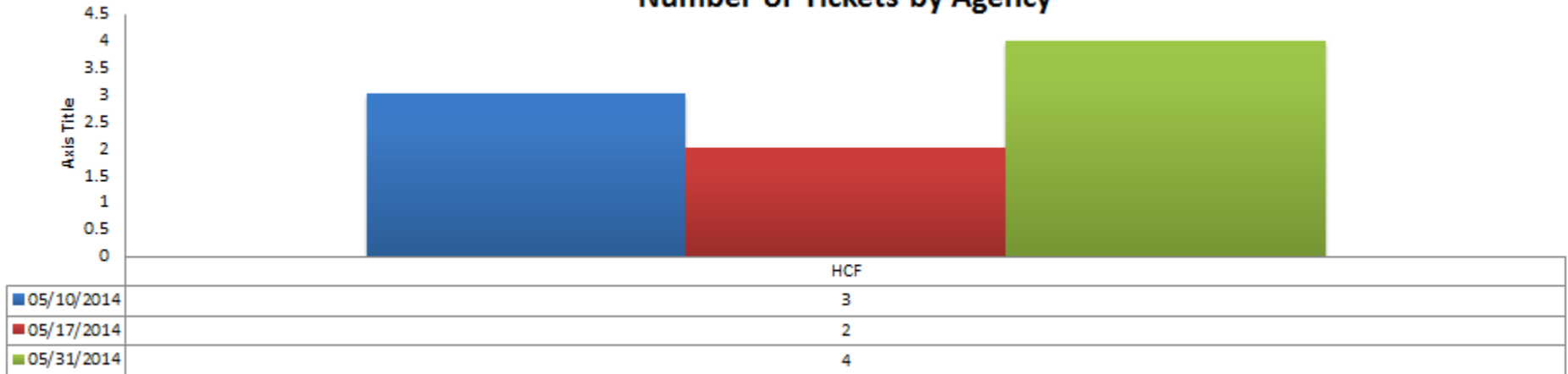
The ESC did not receive any requests the weeks 5/24/14 or 5/31/14

Inquiry Classifications



HCF Tickets and Classification

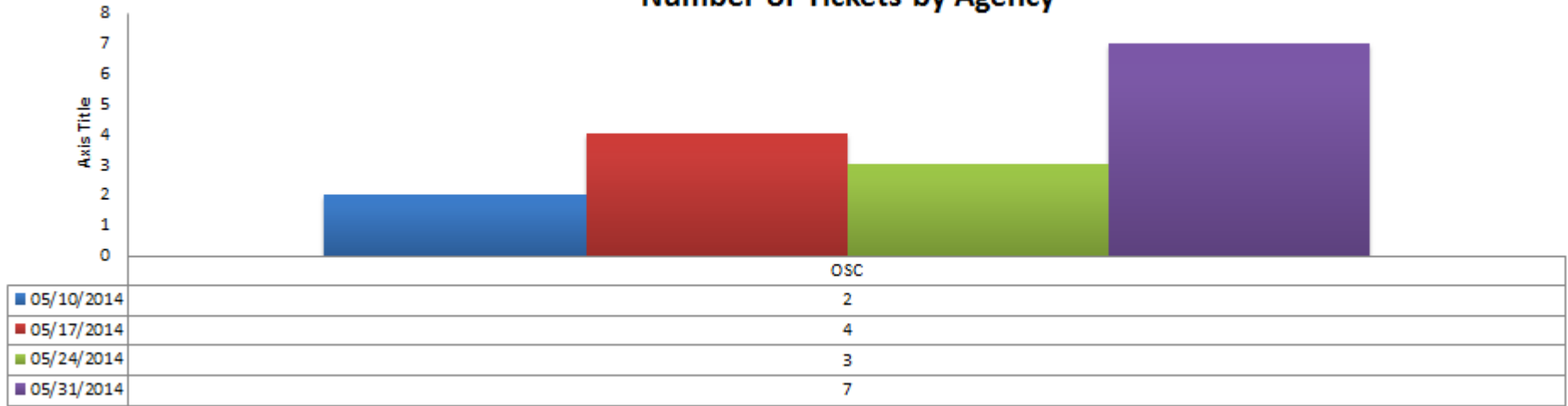
Number of Tickets by Agency



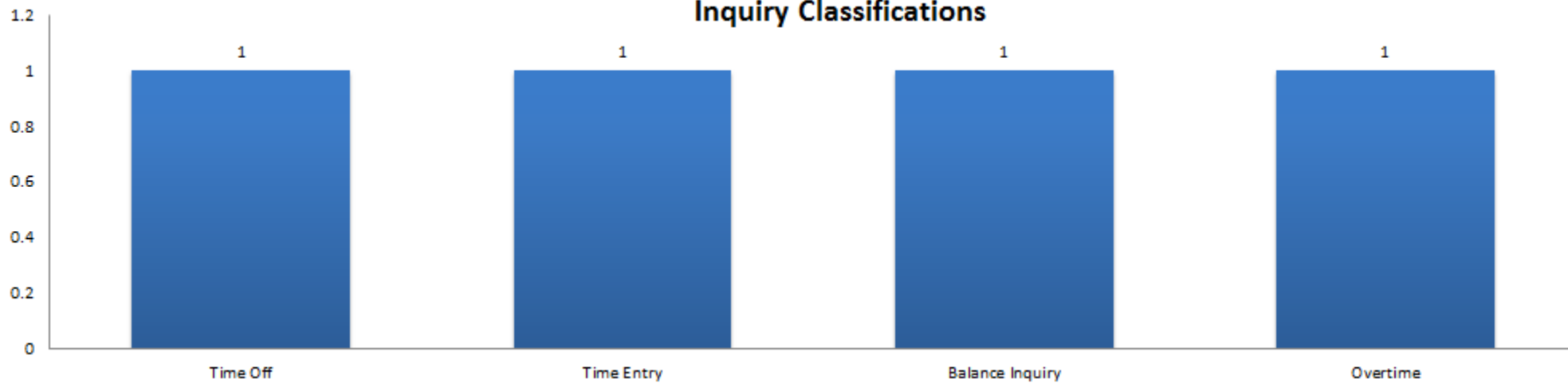
The ESC did not receive any requests the weeks ending 5/24/14

OSC Tickets and Classification

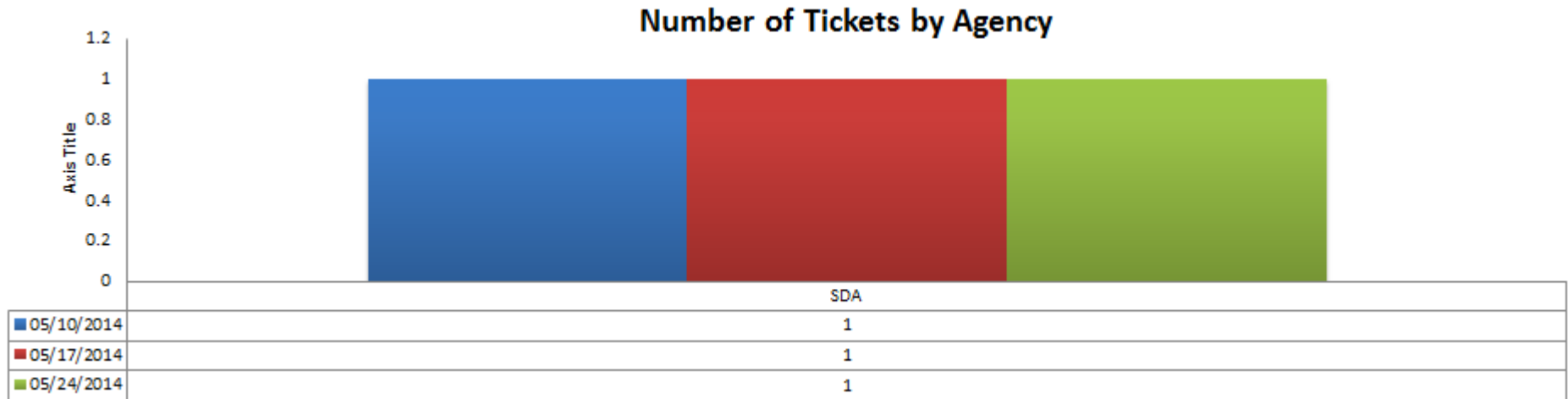
Number of Tickets by Agency



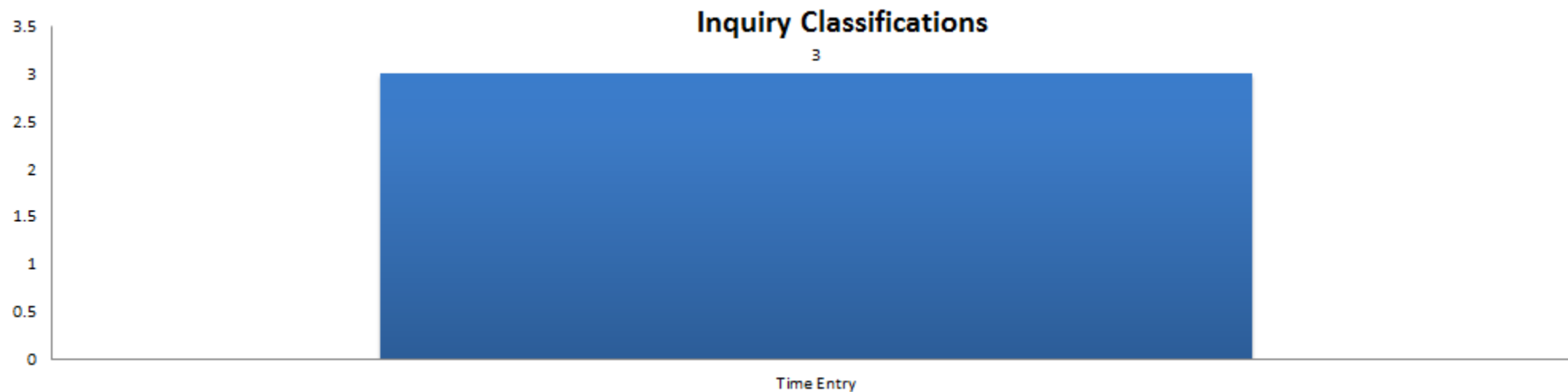
Inquiry Classifications



SDA Tickets and Classification

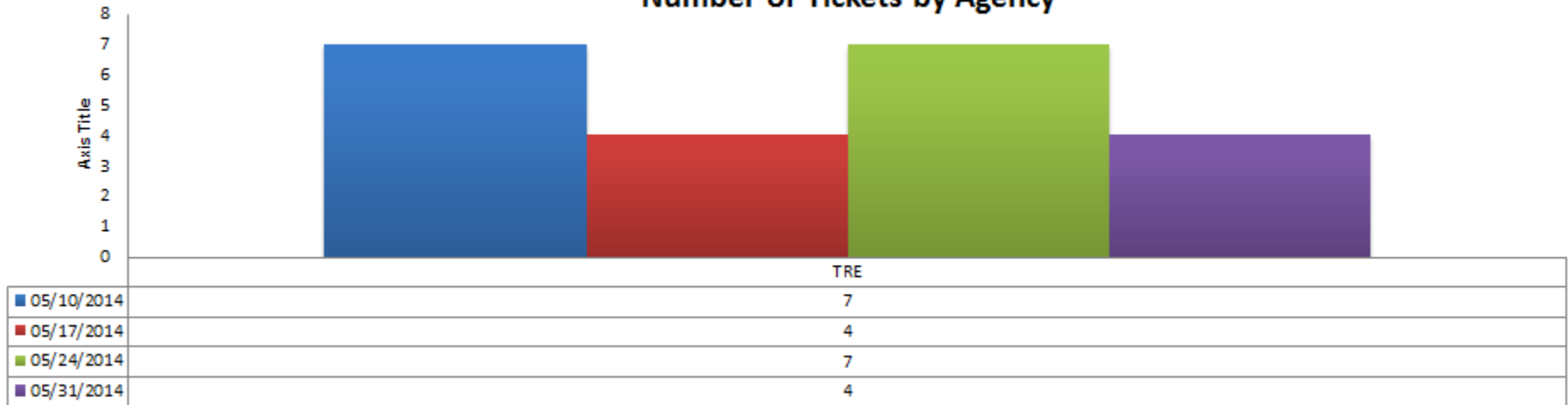


The ESC did not receive any requests the weeks ending 5/31/14

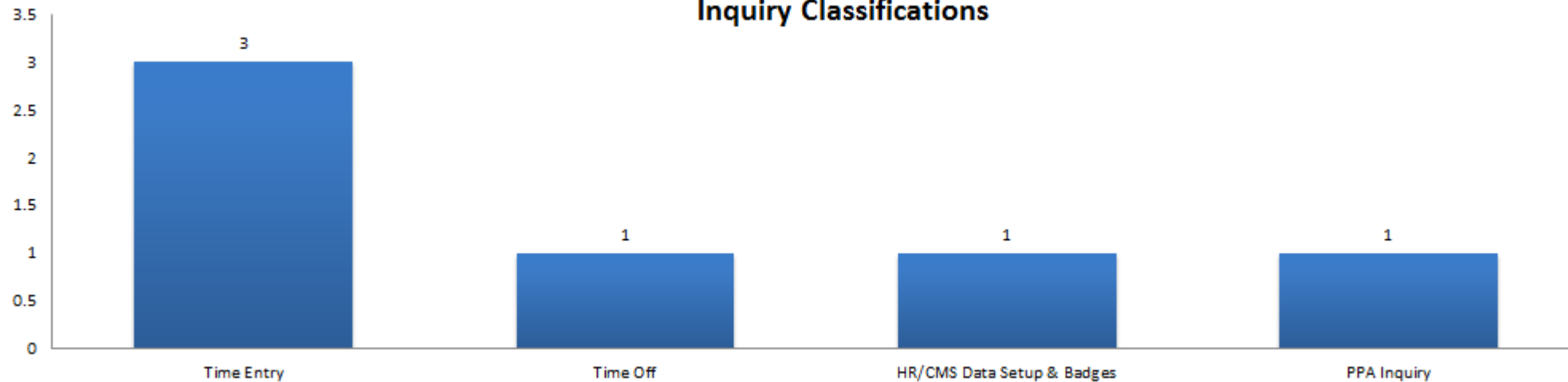


TRE Tickets and Classification

Number of Tickets by Agency

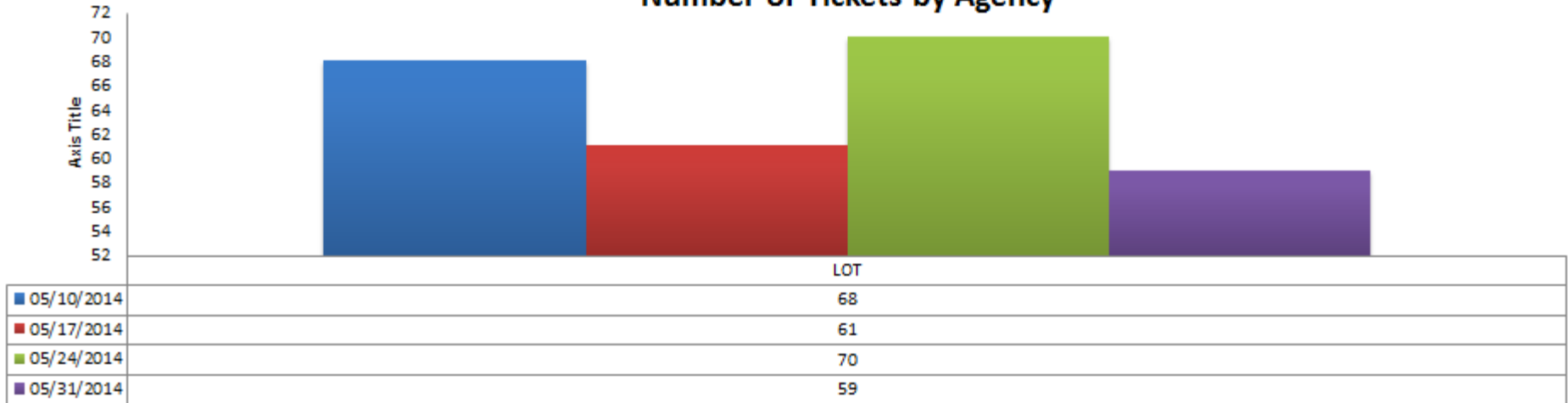


Inquiry Classifications

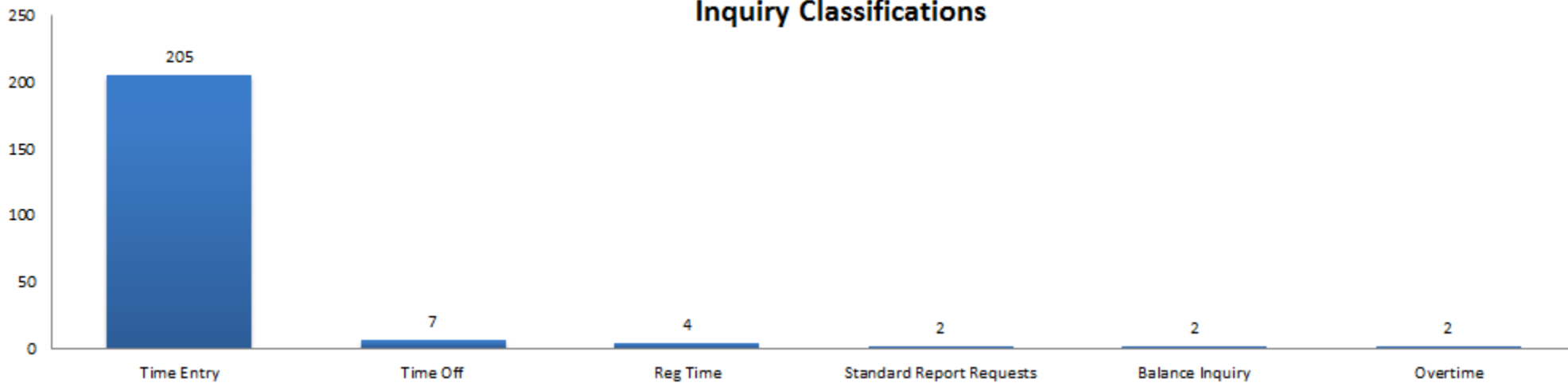


LOT Tickets and Classification

Number of Tickets by Agency

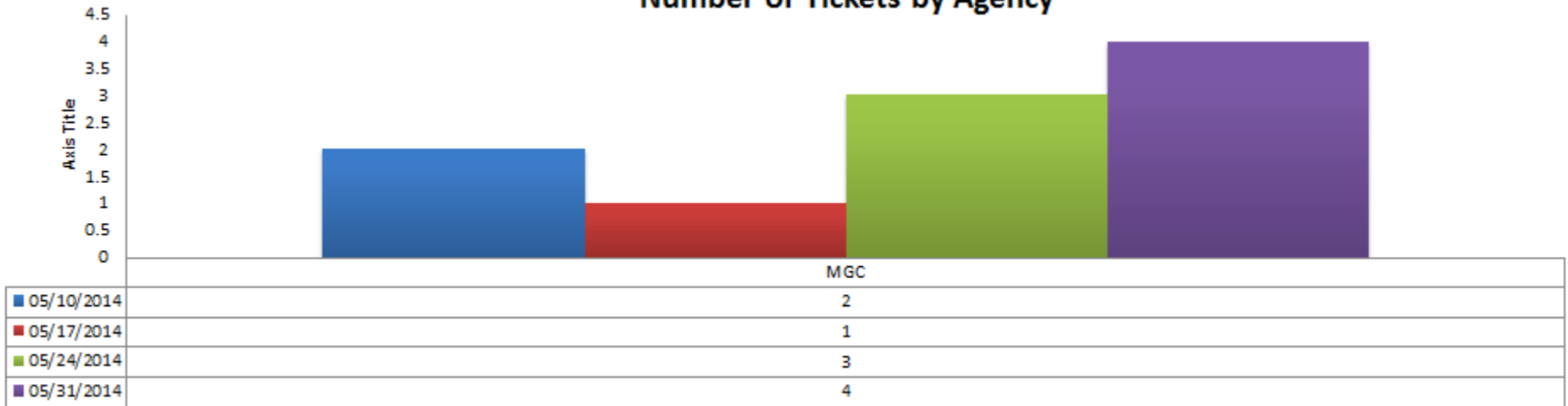


Inquiry Classifications

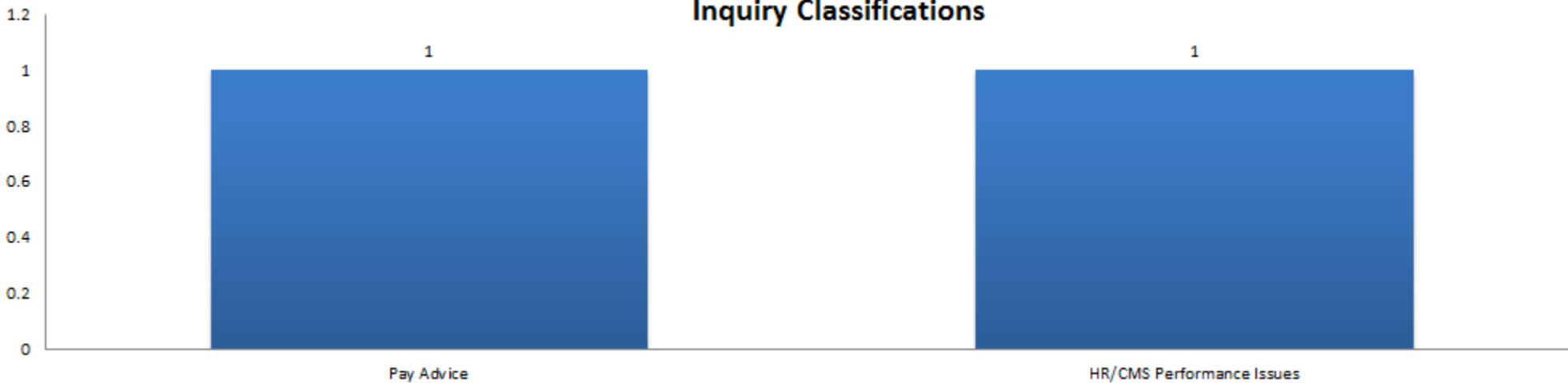


MGC Tickets and Classification

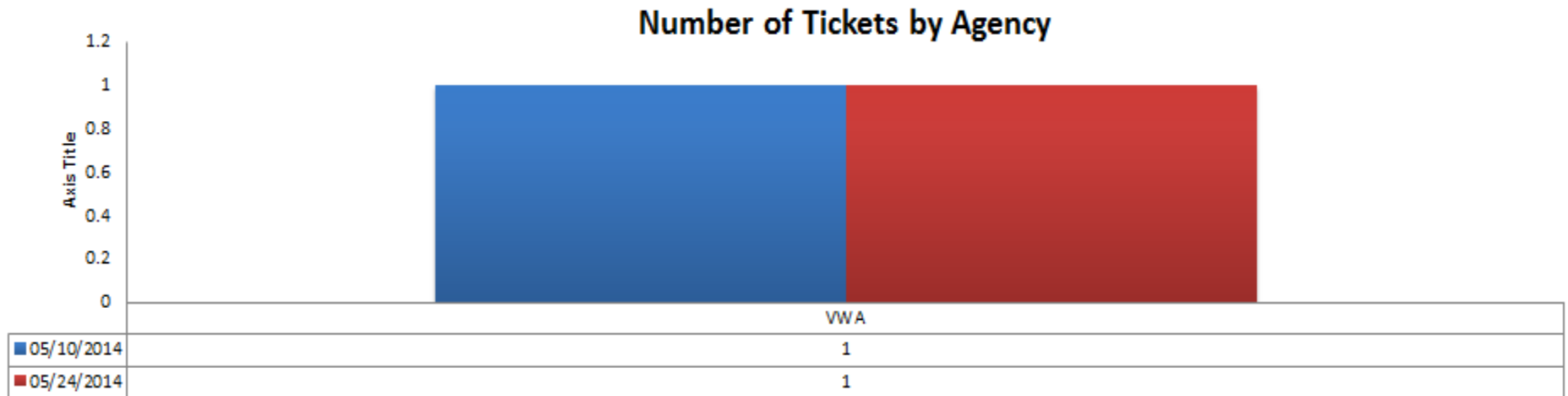
Number of Tickets by Agency



Inquiry Classifications



VWA Tickets and Classification



The ESC did not receive any requests the weeks ending 5/17/14, 5/31/14